



Essential Insights

Strategic Co-Sourcing Model:

How a Fortune 500 health plan overcame staffing challenges with flexible workforce solutions

Seamless Brand Experience:

A partnership approach that maintained consistent member support across internal and external teams

Scalable Member Engagement:

A flexible staffing solution that evolved from seasonal support to year-round specialized services

Case Study

Co-Sourcing Strategy Exceeds Member Service Expectations



The **Big** Picture

- A 15-state, Fortune 500 health plan needed to meet the high staffing demands of open enrollment season and cost-effectively provide member support in a fast-growth environment.
- The plan partnered with Carenet Health via a co-sourcing model to ramp up or down as needed. The model also provided year-round member services.
- The partnership has grown from one to four programs, with specialized teams that support pre- and post-enrollment, Medicaid and Medicare member services.
- The new workforce model has achieved a 90% average member satisfaction score—17 percentage points higher than the industry average—increased staffing schedule adherence and more.

Staffing demand and high investment costs propel a new approach

With 5 million members and a complex offering of Medicaid, Medicare and commercial plans, this organization was focused on creating exceptional consumer experiences—including achieving best-in-class pre-enrollment support and exceeding any state-required, service-level requirements.

But typical staffing issues, such as high turnover, increased competition in recruitment, absenteeism, productivity and the need to ramp up for a finite period during open enrollment, were impeding progress.

Addressing workforce challenges in-house would require investment in operational infrastructure and technology. It would also involve more management oversight for the monitoring, reporting and coaching needed to maintain the organization's brand promise.

Challenge

Key Challenges

- Open enrollment staffing demands
- High turnover and absenteeism
- Competitive recruitment landscape
- Multiple plan types requiring specialized support
- Cost-effective scaling requirements

To meet performance goals and control costs, the plan opted to partner with Carenet to co-source seasonal staffing demands—and eventually year-round support for additional member services.

Co-sourcing that ensures consistent and cost-effective brand experiences

The health plan was already partnering with Carenet for 24/7 nurse triage and behavioral health crisis support, so extending the relationship to customer service made sense. A co-sourcing model was developed with flexible deployment of highly skilled consumer engagement teams.

Both the plan's internal staff and Carenet's teams would work in concert, using the same systems, and ensure a seamless experience.

- Carenet is charged with handling specific states' call volumes during Exchange/ACA open enrollment with a 20-FTE team that can quickly increase to 100 FTEs. Team members field questions about benefits, authorizations, network providers and more while establishing consumer trust.
- The initial success led to more specialized engagement work, including claims services. Also working alongside internal teams, Carenet sources 60 FTEs to complete Medicaid health risk assessments and 40 FTEs to schedule annual wellness visits.
- Carenet has also been asked to provide high-touch services and support for the plan's Medicare members—a critical target audience.

The co-sourcing model has been so successful that the health plan has continued to expand the partnership over time, from one seasonal program to three additional Member Services teams.

The insource/outsource teamwork model has helped the organization deliver exceptional member experience during a period of accelerated growth. More co-sourcing teams are planned for the near future, as well.

Solution

"We're always confident they can **scale quickly** to meet growth demands and respond to our changing member engagement challenges.

I consider Carenet our best partner."

Vice President of
Corporate Operations

Results



90%

average member
satisfaction score



17%

higher satisfaction score
than industry average

3x

growth in teams

More than
\$1M

in annual cost-savings



The name of the client in this case study has been excluded at the client's request, due to company policy.

About us

For more than 20 years, Carenet Health has partnered with 500+ premier payers, providers, and healthcare technology and services enterprises to measurably improve engagement, efficiency, and meaningful business and health outcomes. Carenet combines AI-powered technology, insight-led orchestration, and experienced clinical operations to deliver high-tech, high-touch solutions. It was recently recognized as a Major Contender in Everest Group's PEAK Matrix® for Patient and Member Engagement Platforms. Learn more about how Carenet is powering the business of healthcare at carenethealth.com.

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